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U.S. ARMY RECRUITING and CAREER COUNSELING

journal

MARCH 1977



Recruiting
American Style

The Army's Super Salesmen



SFC James L. Stokes receives a plaque naming him Recruiter of the Year from (former) Secretary of the Army Martin L. Hoffmann.

*The following article, originally published in the January 1977 issue of **Army** magazine, is reprinted here for a couple reasons: first, the article gives our readers — both within and outside of USAREC — a broad view of where the volunteer Army stands today; and, second, it gives information recruiters, area commanders and others might use in responding to questions about the success of the Recruiting Command's efforts.*

Writer George Bernard Shaw had a tongue-in-cheek recommendation for Americans in 1931 that the Recruiting Command practices in modern times. Shaw said: "Every person who owes his life to a civilized society and has enjoyed since his childhood its very costly protections and advantages should appear at reasonable intervals before a properly qualified jury to justify his existence, which should be summarily and painlessly terminated if he fails to justify it."

For three years, the volunteer Army has done what Shaw suggested except our appearance before the public jury occurs weekly through an accessions management system. In the lifespan of the Volunteer Army, our existence has never been placed in jeopardy because of an occasional failure to meet recruiting objectives. There have been some anxious moments along the way.

When the last draftee left in November 1974, the Army reverted to an all-volunteer force for the first time since 1940. No one said, "let's form a volunteer force." But in the political campaign of 1968 many championed the end of the draft so we had to chuck old, cumbersome and expensive methods of recruiting and look toward more sophistication and institutionalization to meet the challenge of raising a volunteer Army. Nothing was more institutionalized than the draft.

So when the induction authority ended on June 30, 1973, volunteers and recruiters became synonymous with soldiers and salesmen. Make no mistake: recruiters are salesmen up against some of the stiffest competition imaginable.

The recruiter's prime market is the more than 10.5 million 17 to 21-year-old males in the United States. But everybody else wants the same

Are Making the Objective



SFC John Bull — Southeast Region's Recruiter of the Year

individuals for employees or students. To make matters worse, almost half of these prospects are unqualified for military service for some reason or other. For example, if a recruiter locates 62 prospects outside a bowling alley or high school gymnasium, chances are 26 are disqualified for military service and 20 are already veterans or have pledged to continue their civilian education. That leaves 16 available. Of those left, DoD recruiters must sign-up two, one of which must be obtained by the Army recruiter.

To handle this, USAREC has the highest DA priority in quantity and quality of personnel assigned to recruiting duties. Officers are graduates of schools commensurate with their grades; more importantly they successfully served as commanders before assuming leadership roles in the Recruiting Command. Enlisted recruiters, the backbone of the force, are all volunteers and high school

graduates; many completed higher levels of education. Their average age of 34.6 years drops steadily with the infusion of young sergeants into the force. Most have served 12 years in the Army and have a GT score of 110 or higher. They are dynamic, intelligent, young and experienced professional non-commissioned officers who get a report card every month.

Recruiting no longer has the luxury of the draft to take up the slack in filling the Army's needs. Recruiting calls for top-notch recruiters and guidance counselors who can obtain quality applicants to match the particular job to the title and priority skills required by the Army on a timely basis. It is the job of the more than 4600 field recruiters to fill the needs of the Army.

People who say the modern, peacetime Army is without heroes should see these super salesmen in action. They fill the Army's ranks with quality soldiers on a weekly basis and get 106 cents worth for every tax dollar invested in their efforts. Their families pitch in, too. Often "Mom" addresses envelopes for her recruiter husband while the kids wait to deliver his direct mailings to the post office.

Army recruiters are walking billboards in the communities they serve, and their families help keep them glued together through pressures and demands that no other soldiers face in peacetime.

George Bernard Shaw's requirement for "justification" appears satisfied. But what are some of the costly protections and advantages they enjoy? First, recruiters usually receive personalized assignments which means they can pick their assignment within reason. They also receive professional sales training that can be parlayed into a civilian

second career. Other recruiter incentives include: special duty assignment proficiency pay, stabilization of tours, special awards programs and the challenge and competition of recruiting duty.

Through continuous improvement and updating of course content in the Army recruiting course at Fort Benjamin Harrison, the Army helps recruiters learn the art of selling. There are also professional development programs for guidance counselors, station commanders, and DRC commanders that help increase productivity. Effectiveness of these development programs is substantiated by lower relief rates for ineffectiveness throughout the command.

Another rate that continues downward is recruiter malpractice actions. There is no quicker way for a recruiter to lose his or her job than to engage in dishonest actions. Every specific allegation is investigated and reviewed. When there is substantial evidence that a recruiter committed deliberate malpractice, he will be

SSG Al Wilson — Western Region's Recruiter of the Year



The Army's Super Salesmen . . .



SFC James L. Stokes — *Midwest Region's Recruiter of the Year, USAREC's Recruiter of the Year and the Secretary of the Army's Recruiter of the Year talks shop with one of his area's high school counselors*

reassigned outside the Recruiting Command, without exception, regardless of past recruiting and performance records, and regardless of and in addition to any disciplinary actions which may be taken under the Uniform Code of Military Justice.

Since calendar year 1976 began, only .06 of 1 percent of all enlistments resulted in substantiated allegations of recruiter malpractice. This compares to .13 of 1 percent in 1975 and .18 of 1 percent in 1974. Thus, it is something we constantly watch and harp on. Placed in perspective, recruiter malpractice falls far short of being our biggest problem.

While there is no one critical factor (outside USAREC's control) which impacts on recruiting success. Congressional mandates can turn our quality and quantity objectives topsy-turvy with one fell swoop of the pen. Budget constraints, reductions in military benefits, restrictions on how recruiting dollars are spent and

reductions in recruiter strength all have impact. To a lesser degree, changes in the marketplace, such as the employment posture, covered later, also affect recruiting success.

These outside factors include:

- **Loss of the GI Bill.** Surveys indicate that this means a reduction of at least 10 percent of the Army's high school graduate accessions. It is estimated that the substitute bill involving a voluntary monthly contribution may cut this reduction in half.

- **The Family Educational Rights and Privacy Act.** It has created some difficulty in certain areas in obtaining the names of leads for vocational testing in high schools and the necessary follow-up of potential applicants.

- **Enlistment Bonus.** Any erosion or change in this bonus reduces its effectiveness as a selling tool. This may create a loss of combat arms and other critical skills and causes a definite reduction in 4 year enlistments.

- **Resources.** Fewer dollars, recruiters and support personnel are available as a result of cuts in the Recruiting Command budget.

On the economic side of the problem, a recent analysis by General Research Corporation indicates that a reduction in overall unemployment from 7.7 percent to 7.1 percent could decrease Army high school diploma graduates by 1.5 percent to 2 percent annually.

Why emphasis on high school diploma graduates as a measure of quality? Because it has been shown that an individual who finishes high school has a higher probability of staying with something until it is completed. Experience shows the loss rate among diploma graduates is much less than among non-high school diploma grads. Also, the high school graduate is often more traina-

ble because of his or her higher educational level. No doubt about it, the taxpayer's money is saved if we can avoid higher drop-out rates among our soldiers.

Despite gloomy forecasts, quality indicators remain favorable. The number of non-prior service enlistees with high school diplomas increased from 78,000 in FY 75 to more than 91,000 for FY 76. Since then we have had more valleys than peaks, but the Cat. IV content, the lowest mental category we can accept, has steadily decreased.

In brief, the present recruit compares quite favorably with his predecessor of the draft era. He is as intelligent and probably slightly better motivated because of his volunteer status.

An insight into the character of today's soldier is attained through our advertising program which focuses on the individual, his loyalties and his lifestyle. Our soldier ads are authentic, undoctored testimonies. USAREC's advertising agency works hard to portray the soldier on the job. The voice on the radio and the words on the printed page belong to bright, articulate and outgoing soldiers photographed in their company areas with their peers standing by to insure authenticity. Each candidate selected for an Army ad is interviewed by a writer who comes away with some amazing pearls of contemporary language. An example is SP4 Bill Robinson of Fort Carson discussing his definition of "country." He said: "A soldier doesn't think a lot about his country. Not while he's doing his job. You think about doing the best you can. About not disappointing your friends. About the man next to you who expects your help. You think about home, or some little place that means something to you. Oh, sure,

you sometimes feel that spark of spirit your country stands for. But later."

How effective is the national ad program? Recent surveys among recruits indicate that Army advertising was believed generally or partially by 69 percent of those individuals engaged in basic combat training or advanced individual training. Moreover, parents express the opinion that, from what they have heard, the Army is changing and becoming more selective in its choice of enlistees. They regard this as a plus because it makes them feel that there are good quality young men and women going into the Army with whom their sons and daughters would associate, instead of those they feel are troublemakers.

Congress has helped in this area by lifting previous constraints on paid broadcast advertising. But rather than leap into broadcast advertising, we are compelled to crawl

SFC Richard Silbaugh — Southwest Region's Recruiter of the Year



at this stage. Down the pike we expect to make full and effective use of radio and TV as we gain experience. We have started at a modest level with our major thrust in spot radio in selected markets where recruiting has failed to measure up to potential.

More help is on the way with a recently instituted program of recruiter aides. These young men and women who have recently completed AIT fan out into their home communities prior to their first permanent duty assignment. For about thirty days they work with local recruiters generating leads and discussing Army opportunities with their peer groups.

Although we place a great deal of hope in our advertising and recruiting aides programs for generating leads, our faith rests with the serving soldiers and their friends who can put the Army over the top in the days of challenge ahead.

Unabashedly we seek support in the AIDES program that anyone can tackle:

- A** - Ask a young person to consider an Army career.
- I** - Invite Army recruiters to participate in your activities.
- D** - Develop leads on quality prospects.
- E** - Encourage the hometown media to tell the Army story like it is.
- S** - Sell the Army in every forum.

If every soldier or friend of the Army would assume the recruiter's mantle as outlined above, it would be no problem to match the more than 650,000 young men and women who entered the Army since 1 July 1974. With the hardest recruiting years still to come, the Army can take pride in the past three successful years. But it would be folly to rest on our laurels




SFC Paul Loff — Northeast Region's Recruiter of the Year

at this point. Recruiting needs the active assistance of everyone who believes in a strong Army.

General Bernard Rogers, Army chief of staff, said: "The challenge of making the volunteer Army work doesn't fall only on the Recruiting Command . . . it falls on every one of us leaders. We need your help."

For our part we will continue to get the right person in the right job at the right time - the three "R's" of recruiting. We will also strive to increase the numbers of high school diploma graduates and make the most of every recruiter, every employee and every tax dollar.

In summary, the volunteer Army is alive and struggling to stay that way with strength and human dignity. Shaw's alternative is unacceptable. 

"The Army's Super Salesmen are 'Making' the Objective," by Maj. Gen. Eugene P. Forrester. From Army Magazine, January, 1977. Copyright 1977 by the Association of the U.S. Army and reproduced by permission.

Views and Reviews



MG Eugene P. Forrester

From discussions with recruiters, I have found that the most difficult part of the job is the prospecting. It's tough to find those young people who are physically fit, mentally qualified and open-minded about the possibilities of military enlistment. Certainly the selling is hard, but think how much more emphasis and effort we could put into the selling if we didn't have to search for the prospects first. Wouldn't it be great to open the book and start going down the list making phone calls, knowing which of those names are mentally qualified and which are not.

As you know—and if you don't, you need to find out—your ASVAB list can give you many of those names. In a lot of ways, it does much of your prospecting legwork for you.

Of course, nothing in this old world of ours is free. If we want names we have to go out and get them. The question is, what's the best way to go about it? Is it better to spend four hours in the pool hall, or four hours proctoring an ASVAB exam being taken by 100 young people? Four hours at the hamburger stand, or four hours with your high school counselors talking to them about ASVAB (from which you will later get names of potential enlistees)? No, the hours spent today on ASVAB will not help meet your objective tomorrow (last year's list should help with that). The point is, we need to spend time today so that we will be successful in the long run.

I bring up this matter because we must get to the schools now if we are to make contacts during the current school year. And every tested student is a potential recruit! We still need to test a lot more students.

I believe our recruiters are far-sighted enough to realize that without the tests now, the ASVAB lists will be slim next year. We cannot afford to let that happen. The solution is relatively simple:

- Make sure you have contacted **all** schools in a **creditable** way. A phone call alone is not acceptable. Go and talk to the people at the school. Give them the information they need to make a decision. Use what you have learned to close the sale. We have a lot to offer them!
- Use the pre-test material you have available to get more students to take the test. Your recruiter aides and DEPers should be able to help with this.
- Encourage the counselors to help you get the most out of the test. Ask them to remind students that this is an opportunity they should not let by them. Every teacher knows the value of tests which measure the ability of students to progress, to grow, to learn.
- Be familiar with the test background. Look over RPI 989, your guide to ASVAB. You're not expected to know the technical details about the exam. If a counselor has questions you can't field, call in your education coordinators; they're the experts.
- Cooperate with the recruiters from other services in making contact with the schools. The more **they** sell, the better off we'll all be.

Finally, don't let difficulties you might have in making production serve as an excuse for ignoring ASVAB. Make an **extra effort now** so that you can reap the rewards later.

Good recruiting!

A handwritten signature in dark ink, appearing to read 'E. P. Forrester'. The signature is stylized with a large, sweeping 'E' and a cursive 'P'.

EUGENE P. FORRESTER
Major General, USA
Commanding

Major General Eugene P. Forrester, USA
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This issue highlights Recruiting American Style, the people and programs in the five regions that constitute USAREC's success. Included are highlights on regional nominees in the FY 76 Recruiter of the Year competition as well as each region's answer to a question posed by *R&CC Journal*: What is it about your region that especially contributes to the overall success of the command?

The obvious, inescapable answer to USAREC's success in recruiting a volunteer Army is its people. We'd like to highlight every person, but the *R&CC Journal* would need years and years to highlight that many people using one page per person. A more logical treatment would be to have each region take a "collective" look at the contributions their share of those people make, so that's what's in this issue. To begin this issue, on page 2 is an article by MG Forrester, reprinted from *Army* magazine, on super salesmen.

Our look at the command begins with Sergeant First Class James L. Stokes of the Indianapolis DRC who was selected as the Secretary of the Army's Recruiter of the Year and as the USAREC Recruiter of the Year. The photo on page 2 shows him receiving the award, and on page 8 is an article telling part of the "why" of his selection. Continuing with Midwestern Regional Recruiting Command on page 9, find out how tall corn, snowmobiles and city streets combine for success. Cincinnati DRC was rated Number One DRC in the region and the Cleveland Metro Area number one area, and their profiles are on page 10.

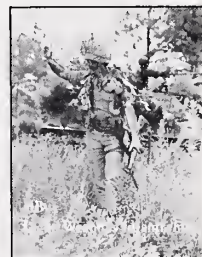
Sergeant First Class Richard Silbaugh of the Denver DRC was the Southwestern Region's Recruiter of the Year; on page 11 find out why no one expected him to succeed. Page 12 picks up a travelogue by Joyce Lynch of HQ SWRRC that gives an idea of what her region is like.

Betty Talbert tells why "It's great to be in Southeastern Region" on page 22. Pages 23 and 24 detail the success of the Raleigh DRC, and on page 25 learn the reasons why SFC John Bull is called a "super salesman" in the Montgomery DRC.

Western Regional Recruiting Command covers part of the United States from the Canadian border to the Mexican border; a quick overview of WRRRC is on page 26. Pages 27-29 comment on "Success is where you find it in Sacramento," a look at the improvement in production in the Sacramento DRC.

In the Northeastern Regional Recruiting Command, success means a lot of things, including "Tampering with success . . .," "DEPENDING on referrals . . .," and "keeping the enlistee satisfied. This last article spotlights SFC Paul Loff as NERRC's Recruiter of the Year (pp. 30-34).

In addition to spotlighting the regions in this issue, we have other features: View and Reviews by the CG on page 6; Q-2 on page 17; "Today's Army on TV," on page 21; and on page 35 is the latest addition to the "Handy-Dandy Guide," a quick look at the 11B MOS, Light Weapons Infantryman, the man everyone else supports.



Recruiter of the year

What does it take to be named Secretary of the Army's Recruiter of the Year? USAREC Recruiter of the Year? Midwestern Region Recruiter of the Year? Let SFC James L. Stokes of Columbus, Ind. tell you about it.



Recruiter of the Year SFC James L. Stokes spends time with young people on the way to being named USAREC's best.

The power of positive thinking and a no-nonsense attitude toward recruiting could capsule the man who is . . . Midwestern Regional Recruiting Command's Recruiter of the Year, USAREC's Recruiter of the Year, and the Secretary of the Army's Recruiter of the Year.

Sergeant First Class James L. Stokes of the Columbus, Ind., Recruiting Station embodies the spirit of the "I don't think I can, I know I can," philosophy.

"Success is the biggest motivating factor to a recruiter and to achieve that success a recruiter has to have confidence that he will," says the sapphire star winner.

Often Stokes is called upon at recruiter conferences to talk about motivation and he is always prepared. The books and articles he has read on the subject would fill two libraries. And he is quick to loan a book to a friend saying that it worked for him and will work for the friend, if he has confidence that it will.

Integrity plays an important role

in the performance of Stokes' recruiting duties. On one occasion, after asserting that he would put a person in the Army, the gold badge recruiter went so far as to effect a regulation change to keep his promise. [The mother of the young enlistee was so impressed with the efforts Stokes went to to keep a promise that she enlisted and is now on active duty at Fort Sill.]

Although Stokes is the station commander at Columbus, he prefers the title of "Army Recruiter," because, "There is to me, nothing more prestigious than being able to tell members of the community that I am the Army recruiter, that I represent the Army in their town."

This belief in the Army is infectious and has helped the recruiters assigned to his station. Stokes comments, "If a person has pride in the organization he works for, then that organization is much easier to promote."

All of this motivation and pride is offset by Stokes' unselfishness

which keeps his advice from seeming like an ego trip. In his capacity as station commander his personal objectives are attained only when the recruiters assigned to his station achieve 100% or better.

His unselfishness also extends to referrals to sister services. When he finds that he cannot enlist a person for one reason or another, Stokes refers him to another service. One month Stokes referred 58 prospects to the Indiana National Guard, and all were accepted.

When asked to what he owes his success as an Army recruiter, Stokes answers, "I feel that I can enlist anyone who is eligible to enlist. It's sort of winning through intimidation, except the person who is intimidated is me. By intimidating myself I build the necessary confidence to achieve the objective. Of course, there are a few setbacks, but the end result is the important factor. If I identify my goal and identify the method to achieve it, there is nothing that can stop me from attaining that goal."

in MWRC:

tall corn, snowmobiles and city streets

Corn standing up to 10 feet tall in Iowa — Midwestern Region recruiters are there talking to farmers and their sons.

Thirty-nine degrees below zero with two feet of snow in Minnesota — recruiters are there talking to snowmobile racing fans.

Dust rolling off an old Missouri dirt road — Midwestern Region recruiters are there talking to "show me" people.

Sun baking down on steamy Chicago streets — Midwestern Region recruiters are there talking to tenement dwellers.

It goes on and on, up and down the muddy Mississippi, around the Great Lakes, across mile after mile of endless prairie and back up in the foothills; the recruiters of the Midwestern Region are fishing, planting seeds, and prospecting — but not for fish, crops or precious metals. They're looking for quality young men and women to become part of a quality Army.

To identify the quality markets a systematic method of spotlighting


pertinent demographic and statistical data is being implemented in the Midwestern DRC and at Region headquarters. This program, entitled "Market Information System," takes the "shot-gun" prospecting and canvassing out of recruiting. It allows for a clear, in-depth analysis of the overall market and ultimately leads to an intense, concentrated effort on specific high-density, quality markets saving much recruiter time, energy and resources as a result. It provides the recruiting force the ability to separate at a glance income levels, educational background, unemployment rates, seasonal fluctuations. Strong positive results of the application of this program throughout Midwest are expected in the months to come.

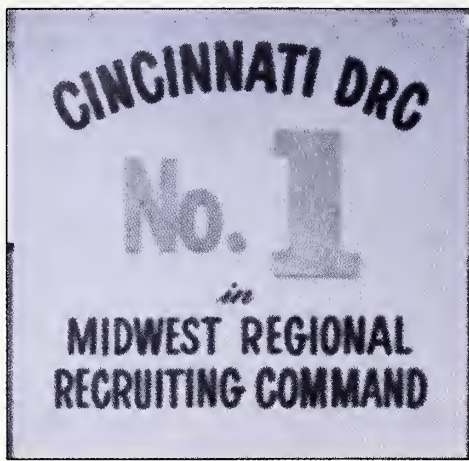
Reinforcing the market system and energizing the market is a highly visible extensive advertising campaign being launched in the Midwest. This campaign is geared towards the high school graduate, Class of 77. It stresses jobs during the summer based on enlistment now, but also

touches on challenge, travel and education. All messages stress the DEP theme. Midwest feels that now, while the target audience is stable and before summer mobility sets in, is the time to inform, influence and enlist the high school senior.

A new, revitalized college program geared at young men and women graduating from or "stopping out of" college backs up the high school thrust.

The maximum effort on the high school program, combined with the recent arrival of additional recruiters and the added boost of recruiter aides to the local programs, promise increased production and continued quality enlistments.

Just as the demographics of the Midwest Region differ, so also do the techniques of the individuals composing the field force. Whatever technique is being used — you can be sure that it's being used at sports events, high school auditoriums, pizza parlors, and all other "buyer's markets" where young Midwestern "QUALITY" people gather. 



Cincinnati. Queen City to the West. A small metropolis made up of winning teams. The Cincinnati Reds. The Cincinnati Stingers. The Cincinnati Bengals. And the Cincinnati District Recruiting Command.

The comparison is inevitable according to Lieutenant Colonel Edward Bunn, DRC commander. "While we don't have anyone who stands head and shoulders above the

rest, we do have a team of superstars not unlike the Reds baseball club," says Bunn, an ardent Reds fan himself.

Teamwork is the name of the game at the Cincinnati DRC and this teamwork has proved itself, as evidenced by the weekly objective accomplishment for 67 consecutive weeks.


Bunn says, "I wish that I could take credit for the successful span; however, credit belongs to no one individual. It belongs to the team.

He did, however, attribute some of the success of the DRC to having the AFEES and the counselors co-located with the DRC, the experience and expertise of the DRC sergeant major and the district in which the recruiting is done.

Bunn would not attempt to advise other DRCs on programs which would help them achieve objective because he says, "What works here

might not work elsewhere. The best judges of what works in a DRC are the people who work in that DRC. Fortunately, the Cincinnati DRC has found a workable combination of teamwork and 'urgency' which allows them to be on top."

Make no mistake about it; they know they're on top and intend to stay there. Bunn further states, "It's a matter of pride to the recruiters to attain objective. I don't have to get worried if one station has a difficult time for a couple of weeks because I know that it will all balance in the end."

One point of interest: a sign inside the entrance to the DRC offices shows they want visitors to know they're on top. The sign reads "We're number 1 in the Midwestern Regional Recruiting Command." Coincidentally the colors just happen to be red and white, team colors of the Cincinnati Reds. 

Cleveland metro the top area

The Cleveland metro recruiting area was the top area in the Midwestern Regional Recruiting Command in FY76 with 130.1 percent of its objective.

How did they achieve this? "It all boils down to people with the proper initiative," according to the area commander, Captain Gregory Wade.

"To pinpoint just one reason for our success, we have strong aggressive recruiters who are willing to work long hours every day," says the Captain.

He continues, "There are a lot of contributing factors which, when meshed, started the momentum of success: an organizational design which allows each of the recruiting stations to act as an individual team

as well as parts of a bigger team, and a market analysis based on boundaries rather than zip codes. These are contributing factors. But, it still comes down to the individual recruiter.


Wade states, "A friendly competition between recruiters turns into a friendly competition between recruiting stations, between areas and so on."

"The recruiters who make up this area receive job satisfaction and motivation from this success. It's a matter of pride, ego and desire," says Lieutenant Colonel John D. Shetler, Cleveland District Recruiting Command Commander.

"The pride builds desire; desire builds ego; and ego builds pride. Captain Wade's mention of the mo-

mentum of success is in my opinion, significant because success generates success. The recruiters enjoy being on top and intend to stay there, which motivates them to further successes," says Shetler.

When asked about the contribution of walk-in traffic, Wade responded, "In any metro area you're going to have a high walk-in rate; however, you are also going to have a high rejection rate. Here almost 60 percent of the walk-in traffic is rejected, which amounts to a lot of work for nothing."

Will Cleveland remain the top area? Wade says, "Success has no replacement and as long as the recruiters continue to build the momentum of success, we'll be on top for a long time." 

'Recruiters must be image conscious and obey the law'

By **GLENN TROESTER**
Denver DRC

Everybody knows that the Chadron, Neb., recruiting area is a lousy place for recruiting. Everybody knows that with a QMA of 0.1 per square mile it's almost impossible for a recruiter to make mission. And of course, everybody knows that putting a recruiter in a place like that even before he's gone to school is tantamount to throwing him to the wolves. Everybody knows — except SFC Richard Silbaugh of Chadron, the Southwest Region Recruiter of the Year.

"I just sold myself. I grew up in dry-land farm country like Chadron and I know where these people are at. I love to talk, and I love to work, and this helped me put six people in the Army before I even finished school. I know all the farm market prices, know farming, and I really communicate with these people."

Sergeant Silbaugh joined the Army in 1960, and had been an infantryman on jump status for 14 years before he entered recruiting. But he had some problems adjusting to being on his own.

"Time and personnel management were never problems because I was an instructor at the Airborne School and had to plan time and

materials. But administration really shot me down. I don't have an aptitude for it, and if it wasn't for my wife putting in six hours a day in the station to bail me out, I'd be buried."

Silbaugh says he could never function as effectively without his wife's help. While he spends his time on the road selling himself, Sherry Silbaugh takes care of the mail and performs helpful and time-consuming tasks. "I'd be lost without her."

Silbaugh says he works closely with the Job Corps center near his station. Many of the Corpsmen are qualified for enlistment when they complete the training. "Many recruiters shun the Job Corps for quality reasons. But this is an unfortunate over-generalization. I enlist a great many Corps graduates, and I will not enlist anyone lower than a high Cat III. Many of my Corps applicants cut a Cat II. Sure, there are some rummies, but I really screen every applicant."

Silbaugh has a method he would like to see more recruiters use. "Every time I talk to a prospect, if the person appears qualified I immediately run a police check even if he or she is not presently interested in joining. If the check indicates the prospect is a loser, I put the 200 card into the dud file.

"If, in a few weeks the prospect



SFC Richard Silbaugh, Denver DRC
SWRRC Recruiter of the Year


wants to join, I can shut him or her off on the spot. And if the prospect is 'clean,' I can ship almost immediately."

Rappelling is one of Silbaugh's favorite sports, and it helps his recruiting. He loans personal rappelling equipment and teaches rappelling to Scout troops, the Job Corps and other youth groups.

"I work with the young," he says. "Even though they can't join the Army, you'd be amazed how many older brothers I get because the youngsters like me. And in a few short years, these kids I turn on to the Army now will come into my station for a job. I have things locked up far down the road that way."

Silbaugh says he thinks ASVAB is very valuable because the small high schools can't afford the costly commercial aptitude batteries. And, Silbaugh is invited to counsel all students in the school on their ASVAB scores.

He also thinks there should be more rigid screening of recruiters. "We must have integrity and self-discipline. Recruiters must be image conscious and obey the law."

Silbaugh misses the Airborne, but says he also likes recruiting. In summary, Silbaugh advises recruiters, especially those in small towns: "Sell yourself and don't lie." 

Welcome to Southwestern

Compiled by JOYCE LYNCH
A&I DIV, HQ SWRCC

Welcome to Southwestern Region. Since its nearly one million square miles are too much to cover in one trip, Colonel James A. Johnston, regional commander, invites you to let your eyes do the walking, visiting the region via the printed page. The journey covers all or part of 13 states, with boundary lines from the Mexican border to the carved mesas of Wyoming in the north, from the sage brush of New Mexico to the Mississippi cotton country on the east.

The first stop is San Antonio, Tex., and the regional headquarters at historic Fort Sam Houston. Time-worn buildings, one of which once housed Brooke Army Hospital's maternity ward, serve as the nerve center of Army recruiting for the Southwestern United States. The region consists of 10 district recruiting commands — 293 recruiting stations — and each is unique in terrain and population makeup.

It isn't far to the next stop because it's in the Alamo city, San Antonio, home of the San Antonio DRC, commanded by Colonel Tom Howell. The DRC is divided into four areas: the state capital of Austin in the north, the resort city of Corpus Christi on the Gulf Coast, San Antonio in the center, and Pharr on the southern border of the Texas Rio Grande Valley.

Understandably, most of the recruiting prospects are of Hispanic background, and these young people continue bringing to the Army a good tradition of service to our country. As a matter of history, 37 Mexican-



American Army veterans have received our nation's highest recognition of wartime valor, the Medal of Honor.

Not content with the 101 percent production achievement record of FY 76, the San Antonio DRC is off and running in FY 77 with an expanded DEP effort that brought the DRC from ninth place to third place in the region in the first quarter of the new Fiscal Year.

Colonel Howell attributes this important DEP success primarily to the DRC's high school program. (See Recruiter Report Card, page 9, December 1976 *R&C Journal*.) Notably, the high school advertising program was commended by the USAREC IG at the DRC's annual inspection. Their program is simply a constant effort to maintain continuous contact — continuous recruiter visibility — with high school students, teachers, coaches, counselors and parents.

This program employs a saturation with personalized photo billboards, personalized ads in high school papers, enlistment pictures of seniors provided for yearbooks,

recruiter inserts in local newspapers and the ever-present personal liaison that provides the interest and credibility necessary to make the rest of the program work.

Contrasting to San Antonio's farm and cattle land is Houston which began its existence on the muddy banks of the Buffalo Bayou in 1836 and became the largest city in Texas and the third largest deep water port in the US.

With its cotton exports and the manufacture of oil machinery, steel, chemicals and paper, the industrial growth of the area is phenomenal. To local citizens, this is prosperity, but to the Houston DRC it means directing all recruiting efforts where they will do the most good. An examination of the DRC by ZIP Code groupings revealed that 83 percent of the DRC's target audience resided within only seven of the 32 counties encompassed by the DRC. As a result, efforts were shifted to provide increased emphasis to the potentially "rich" recruiting efforts.

Since recruiters and area commanders know better than anyone else about the needs and potential of

Region

their territory, the Houston DRC insures that these people have a voice in the advertising that affects that territory. Consequently, Houston was the first DRC in the Southwestern Region to organize its own advertising council. The council meets to discuss and approve proposed ad plans and campaigns.

Lieutenant Colonel James A. Wilhite, DRC commander, who sees the recognition of individual achievement as an essential part of good management, arranged for GSA to assign a gold 1976 Ford Pinto to be used by the top recruiter each month. As a mark of distinction, there is no other car of its kind issued in Houston by GSA. Red, white and blue magnetic signs on each door and on the rear of the car proclaim that the car is driven by the Army's top recruiter in Southeast Texas.

There are miles and miles of Texas, but we're still far from being out of the Lone Star state. In North Central Texas is Dallas — Big D — the second largest city in Texas. According to Lieutenant Colonel Charles Bell, DRC commander, "the Dallas DRC offers its recruiting force a wide variation in recruiting areas — from the completely rural and sparsely populated parts of the Texas and Oklahoma Panhandles to the densely populated metropolis of Dallas-Fort Worth.

The Dallas DRC chooses to operate totally under the contract system with each field recruiter tasked with a specific number of contracts on a monthly basis. With this system, recruiters have no pressure of weekly recruiting accessions. Their only task, says the DRC commander, is selling the Army and providing as many applicants as possible each month to the AFEES for processing.

The guidance counselor's shop is the key to the DRC's making its weekly mission. The counselors place qualified applicants in the Army at the best time for DRC mis-

sion accomplishment while at the same time meeting the applicants' desires.

Going north from Dallas you eventually come to the Red River, and on the other side of the river is the "Sooner State" — Oklahoma.

Seventy-four counties north of the Red River constitute the Oklahoma City DRC. Except for three population centers — Oklahoma City, Tulsa and Lawton-Fort Sill — the area is sparsely settled. The state is primarily rural and prosperous with oil production and farming predominating.

Bob Wiseman, education coordinator for the DRC, arranged what is believed to be the nation's first ASVAB testing for junior colleges. He has already tested one junior college in Oklahoma, has another scheduled, and expects to have two more soon.

"The key to success here is honest and diligent recruiting," summarizes Colonel John Stice, DRC commander. "People don't line up at the door, but people are friendly."

Traveling east from the farm and oil fields of Oklahoma, one arrives at the Little Rock DRC, headquartered in the "Land of Opportunity" — Arkansas — so named for its bountiful natural resources.

The Little Rock DRC, commanded by Lieutenant Colonel Robert H. Haley, covering recruiting activities in most of Arkansas, half of Louisiana and eleven counties of Texas, ranked among the top ten DRCs in the nation in FY 75 and closed out FY 76 with 109 percent of its assigned objective.

Several significant accomplishments in the vitally important areas of education and community relations were made by the Little Rock DRC. In October, 1976, DRC representatives were permitted to take part in the program of the Arkansas High School Counselors' Convention, marking the first time any mili-

tary member had been allowed to address the general meeting of the counselors.

The DRC expanded the center of influence awards program and increased recruiter involvement in community functions. For the past two years, for example, the DRC has furnished two judges for the Arkansas Junior Miss Pageant.

Heading northward, one arrives at the Kansas City DRC which controls recruiting in western Missouri and most of Kansas. An analysis of their market shows that the majority of their high school senior population resides in nine of the 142 counties that make up the DRC.

A special program to boost production and improve community relations was undertaken by the DRC working with the Kansas State Employment Service in conducting a job referral pilot project. Under the program, a list of jobs available on the KWIKSALE is converted to employment bulletins that are sent to 35 job service centers each week. The centers post the bulletins and use the Army Occupational Handbooks and job classifications listed on microfilm provided by the DRC to tell job seekers about Army jobs and to refer them to the recruiters.

The DRC worked closely with the Kansas City Chiefs football team to put on Army demonstrations at half-time. Shows have featured the Fort Riley "Fifty-Five Flag" unit, the Fort Sill band and the Fort Hood Precision Drill Team.

Staying with NFL team cities, the next move is to New Orleans, the exciting, colorful old French city of Louisiana. Commanded by Lieutenant Colonel Dale E. Davis, the New Orleans DRC consists of 15 recruiting stations in the southern parishes of Louisiana and two stations in southern Mississippi.

One recruiting station is near the site of the Battle of New Orleans in



An applicant from the Rio Grande Valley awaits the REQUEST word.

The Alamo is an historic site in San Antonio



The St. Louis Cathedral, a landmark in New Orleans.

Fort Hood's Precision Drill Team performs at halftime



the War of 1812. Another station is near the Evangeline Oak where the legendary lovers, Gabriel and Evangeline, who were immortalized by Longfellow's poem, met.

In New Orleans, as elsewhere, it is the people rather than the place that makes the DRC what it is. One person who typifies the kind of recruiting that is a credit to the DRC is SFC Jesse A. Wills, selected as SWRRC's "Rookie Recruiter of the Year."

With a resolution to return to New Orleans during Mardi Gras, one



Staff conferences are everywhere as this one at the Jackson DRC proves.

a Kansas City Chiefs football game.



Fort Riley's "Fifty-Five Flag" unit demonstrated too.



very large step across Texas brings one to the "Land of Enchantment" — the state of New Mexico and the Albuquerque DRC.

In Albuquerque, Lieutenant Colonel William B. Bonnett, the DRC commander, has good reason to know the meaning of such phrases as "windshield time," "population dispersion" and "communication discipline." His widespread district covers the state of New Mexico and 32 oil and cattle counties of West Texas.

These phrases are brought to

mind in several ways. One is when Lawrence Andrews, the DRC sergeant major, visits all stations. When he was assigned to New York City, he could hit all stations traveling on a handful of subway tokens; now, the same type of trip in Albuquerque DRC might mean that he would be gone for up to two weeks.

Recruiters in the Albuquerque DRC are supported by near-saturation high school advertising campaigns and frequent, personalized local ads to represent the recruiter. Periodic educator tours, frequent

school visits by area commanders, educators and the education coordinator keep school communications open and the ASVAB program expanding.

"Hard, honest, by-the-book recruiting and recruiter initiative brought us in at 103.9 percent for FY 76," said LTC COL Bonnett.

North of Albuquerque, north to the northernmost DRC headquarters in SWRRC, is Denver, the "Mile-High City."

When you think of Denver, you automatically also think of the cities



This aerial view of Denver, showing high-rise buildings with Colorado's Front Range in the background is representative of the varied locations recruiters in Southwestern Region recruit in.

of Vail and Aspen, but the Denver DRC also covers the state of Wyoming and the western portions of Kansas and Nebraska. While the DRC encompasses two of the largest and highest mountain ranges on the continent (the Colorado Rockies and the Tetons), it also includes treeless plains and grasslands, hard-pan desert, and wheat and corn fields.

Weather, distance and airline schedules combine into a situation where ten days are required to visit each station. The QMA throughout the DRC ranges from the low of 0.1 per square mile to a high of 1.14 per square mile. Of the 430 high schools in the DRC, only 82 have 100 or more seniors. Over 70 percent of the population is situated in the long, narrow Front Range corridor; predictably, most enlistments come from this area.

Ironically, however, the SWRRC nominee for Recruiter of the Year, SFC Richard Silbaugh, comes from a small station in the least populated area. (See story on page 11.)

Flicking a last springtime snowflake off the coat, turn now to the Magnolia State — Mississippi — and deep in the state find the Jackson DRC, commanded by Lieutenant Colonel Tommy R. Palmertree. Since its establishment in 1972, this DRC earned the distinction of being the top DRC in the Southwestern Region and one of the top in USAREC.

Total commitment on the part of every division within the DRC is the reason for the district's success. Each man and woman is properly welcomed into the DRC family.

In the words of Major Charles E. Steuer, DRC executive officer, "Without the field recruiting force, the staff has no job; and without our help and assistance, the recruiter is burdened with duties besides prospecting and sales."

Except for the metropolitan areas of Jackson, Miss., and Memphis, Tenn., the DRC's QMA is spread through an area which is basically rural and agricultural; only 23 percent could be characterized as

metropolitan. Therefore, recruiters are constantly faced with a QIPS points vs. numbers objective.

The Jackson area, which was accorded a "commendable" rating by last year's IG Inspection Team, was also the top area in SWRRC in FY 75 and FY 76 (See article on pp. 4-5, December 1976 *R&CC Journal*).

Captain James E. Prewitt, successor to area commander Captain Gerald L. Crews, continues his feeling that he is held responsible for mission accomplishment and the welfare of his recruiters; the recruiters are salesmen and their product is the Army.

"We do everything we can to make our recruiters productive," Captain Prewitt declares. "Each individual is aware that assistance is as near as the request for that assistance, and that there is no excuse for not meeting all assigned objectives."

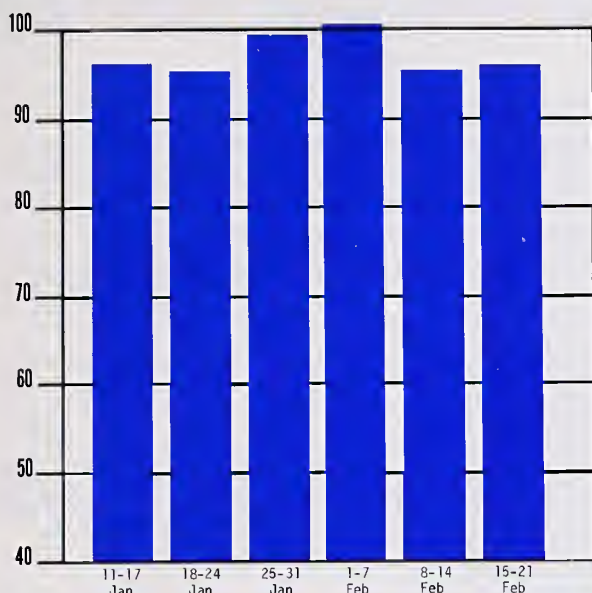
"Anything less than 100 percent is unacceptable." And so it is in the Southwestern Regional Recruiting Command.



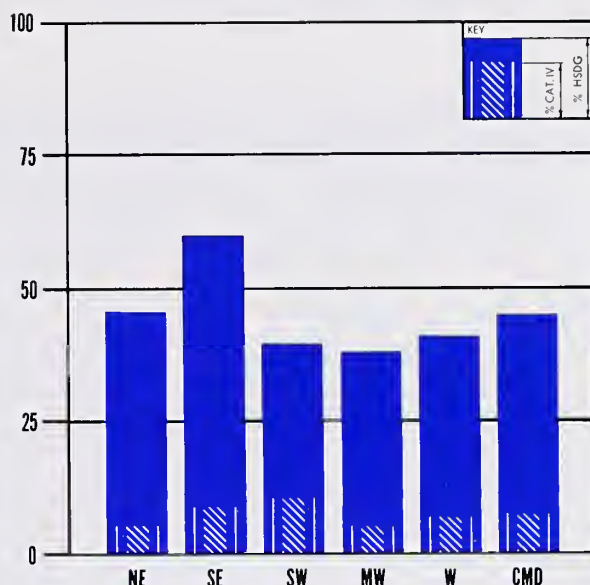


Q-2

96.6 95.9 99.6 101.0 95.7 96.0



Percent of weekly objective accomplished for shipping weeks indicated.



Percentage distribution of male NPS high school diploma graduates and NPS male cat. IVs by region as of 21 Feb 77.

QUANTITY & QUALITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the 19 shipping periods 28 Sep 76 thru 21 Feb 77)

| | | |
|-----------------|----------------------|-----------------------|
| 19 of 19 Albany | 19 of 19 Syracuse | 10 of 19 Columbus |
| Atlanta | 18 of 19 Nashville | Denver |
| Baltimore | 17 of 19 Harrisburg | Little Rock |
| Charlotte | 16 of 19 Albuquerque | Portland |
| Cincinnati | 15 of 19 Newark | St. Louis |
| Columbia | Boston | 9 of 19 Los Angeles |
| Concord | Sacramento | 8 of 19 San Francisco |
| Jackson | 14 of 19 Honolulu | Seattle |
| Jacksonville | 13 of 19 Beckley | 7 of 19 Detroit |
| Long Island | Cleveland | Kansas City |
| Louisville | Phoenix | Salt Lake City |
| Miami | 12 of 19 San Antonio | 6 of 19 Santa Ana |
| Montgomery | 11 of 19 Chicago | 5 of 19 Des Moines |
| Newburgh | Dallas | Milwaukee |
| New Haven | Houston | New Orleans |
| Philadelphia | Indianapolis | Omaha |
| Raleigh | Lansing | Pittsburgh |
| Richmond | Niagara Falls | 4 of 19 Peoria |
| San Juan | Oklahoma City | 2 of 19 Minneapolis |

Rankings based on preliminary information received from regions. Does not include bonus credits.

JANUARY

QIPS credits/recruit

| | |
|-----------|-------|
| 1. SERRC | 5.206 |
| 2. NERRC | 4.798 |
| 3. WRRRC | 4.743 |
| 4. MWRRRC | 4.620 |
| 5. SWRRRC | 4.549 |
| Command | 4.824 |

QIPS credits/recruiter

| | |
|-----------|--------|
| 1. SERRC | 32.573 |
| 2. NERRC | 17.838 |
| 3. SWRRRC | 17.463 |
| 4. WRRRC | 16.806 |
| 5. MWRRRC | 11.648 |
| Command | 18.048 |

Top 20 DRCs*

| | |
|-------------------|-------|
| 1. San Juan | 5.765 |
| 2. Miami | 5.749 |
| 3. Richmond | 5.525 |
| 4. Jacksonville | 5.503 |
| 5. Columbia | 5.445 |
| 6. Raleigh | 5.437 |
| 7. Honolulu | 5.383 |
| 8. Atlanta | 5.294 |
| 9. Syracuse | 5.189 |
| 10. Concord | 5.158 |
| 11. Harrisburg | 5.085 |
| 12. Montgomery | 5.073 |
| 13. Albany | 4.912 |
| 14. Seattle | 4.908 |
| 15. Charlotte | 4.856 |
| 16. Oklahoma City | 4.813 |
| 17. Cincinnati | 4.784 |
| 18. New Haven | 4.779 |
| 19. Baltimore | 4.761 |
| 20. Jackson | 4.759 |

Top 20 DRCs*

| | |
|-----------------|--------|
| 1. San Juan | 43.837 |
| 2. Montgomery | 39.571 |
| 3. Raleigh | 39.000 |
| 4. Richmond | 38.328 |
| 5. Columbia | 35.906 |
| 6. Jacksonville | 34.063 |
| 7. Atlanta | 33.256 |
| 8. Honolulu | 32.300 |
| 9. Charlotte | 28.853 |
| 10. Miami | 27.909 |
| 11. Jackson | 27.600 |
| 12. Louisville | 26.319 |
| 13. Nashville | 24.753 |
| 14. Albuquerque | 23.404 |
| 15. Harrisburg | 21.088 |
| 16. Syracuse | 20.757 |
| 17. Concord | 19.932 |
| 18. Seattle | 19.204 |
| 19. Baltimore | 19.184 |
| 20. New Haven | 18.837 |

*Only those DRC that accomplished their quantitative objective each week during the reception-station month were eligible for consideration.

FORSCOM, TRADOC name top



Gillespie top man in FORSCOM

By SP4 KEN HOLDER
Departments Editor, *R&CC Journal*

As the video tape machine made its high-pitched whine and the screen started to flicker into life, I realized that any second now I would be watching a program about the 1st Brigade, 1st Infantry Division and its reenlistment success that had launched Master Sergeant Glenn Gillespie into the limelight as the FORSCOM Career Counselor of the Year.

Sergeant Gillespie spent three years as a field recruiter before taking over as career counselor of the 1st Battalion, 63d Armor, in August, 1973. At that time OOE career counselors were assigned at battalion level.

It didn't take the hard-driving Gillespie long to make his program one of success. Starting in FY 74 and going through FY 76, he was the only man to win the title of 1st Infantry Division Career Counselor of the Year.

When he was assigned to the brigade headquarters, MSG Gillespie instituted a program to train all unit reenlistment NCOs. Since then, the brigade has never failed a reenlistment inspection.

With trained people assigned to each unit in the brigade, the next step was a program of individual and unit incentive awards. It begins like this: at least once a

month, a reenlistment conference is held with all reenlistment NOCs, company commanders, battalion adjutants and CSMs, the brigade XO and CSM, and the brigade commander attending. Each unit reenlistment NCO briefs the group on his progress, letting the rest of the team know what each is doing.

Every month that a unit reenlistment NCO reenlists at least one first-termer, a letter of commendation is forthcoming from the brigade commander. If they continue in winning form for three months in a row, the brigade commander will recommend the division CG issue a Certificate of Achievement. If they can keep the ball rolling for six months, they are recommended for an Army Commendation Medal.

The battalion with the highest reenlistment percentage each month receives an engraved plaque. The battalion with the highest percentage over the year gets to keep the travelling award permanently.

Colonel Richard R. Simpson, brigade commander, also covers reenlistments that are influenced from outside reenlistment channels. To anyone who convinces a first-termer to reenlist, he presents a letter of commendation.

Another part of the program is what the brigade calls the "Performance Factor," which works like this.

career counselors for FY76

Each month the division reenlistment office publishes a list showing the names of people scheduled for discharge in the next 150 days. The list is purified by taking off those soldiers who are not eligible for immediate reenlistment; this becomes a unit's reenlistment goal.

For computing the Performance Factor, each career soldier who reenlists is worth one point. Each first term soldier starts with five points, but one point is deducted from his potential score for each of the following possible reasons:

- less than a high school grad (or GED)
- One or more days of lost time
- Conviction by court martial
- PMOS test score of less than 100.

This forces unit reenlistment NCOs to concentrate on top quality, first term soldiers because the performance factor is the total of points gained from those who reenlist, divided by the total number of people eligible

to reenlist.

An example of the imaginative leadership shown throughout the brigade was the goal for March, 1975, to reenlist a complete platoon to be called "Devil Platoon." The platoon was to be so named because of the brigade's nickname. Each reenlistment NCO, company commander and staff member got behind this program with a lot of enthusiasm. The result was 53 soldiers enlisting, 33 of them first-termers. (MSG Gillespie was the first person to reenlist for the platoon.)

It's interesting to note that over 80 percent of the men who reenlist in the 1st Brigade reenlist to keep their jobs and stay with the brigade.

It seems that Colonel Simpson summed up the brigade's reenlistment program very well: "The 1st Brigade considers reenlistments as our first mission. Without good soldiers, our job of being ready to fight is not possible."

And he's right.



(Since MSG Gillespie's selection, he has been assigned to HQ FORSCOM and COL Simpson has been assigned to HQ TRADOC.)

Thomas takes TRADOC award

By MS. D. STOREY
PAO, HQ TRADOC

"We're not reenlistment sergeants. We are career counselors."

That's the attitude of the career counselors who represented their installations as finalists in the Training and Doctrine Command competition for Career Counselor of the Year. The winner was First Sergeant George S. Thomas of Ft. Benjamin Harrison.

Thomas, now a first sergeant, feels his stint as a career counselor was the best possible preparation for his new assignment.

The TRADOC finalists agreed that the major emphasis in their jobs should be on assisting the individual soldier, whether or not he is currently eligible for reenlistment. They feel high reenlistment rates will be almost automatic if they assist each qualified soldier in planning a satisfying Army career which will provide regular promotions and meaningful job assignments.

Although agreeing on the importance of the career counseling aspect of their jobs, the finalists reported widely varying techniques for accomplishing their missions.

All stressed the necessity of being well known to the soldiers for whom they are responsible. One counselor, Sergeant First Class Edward P. Dixon of Fort Leonard Wood, places many framed and labeled photographs of himself in troop areas. It doesn't irritate him that these photographs often have added moustaches, eyeglasses and even horns.

"That means they're looking at me and will know who I am," Dixon said.

Another career counselor, Staff Sergeant Johnny R. Thomas, is pleased that he is known as "the big guy with the bald head." He was forced to shave his head for medical reasons several years ago and has continued to do so because it makes him distinctive and provides him with a conversational opener.

While most career counselors don't shave their heads to be well known, all seem to have varying ways of making themselves known to the troops. Most say they spend very little time in their offices, but circulate in day rooms, service clubs and other areas where troops congregate. Sergeant First Class Mathew R. Toler of Carlisle Barracks is a baseball coach, umpire and general sports enthusiast. Sergeant Thomas of Fort

FORSCOM TRADOC name...

Knox works out in the post gymnasium on his lunch hour and jogs. Staff Sergeant Numey R. O. Saunders sometimes invites soldiers to his home on Sunday afternoon.

At Fort Leonard Wood, SFC Dixon tries to get to every unit in the brigade for which he is responsible every week.

"Don't let a soldier know he's being interviewed." Sergeant First Class Edward F. Carey of Fort Sill advises. He says he talks constantly to young soldiers because he thinks they need an advisor who is not in the chain of command — who has no authority over them.

At Fort Gordon, Sergeant First Class Clarence Tillmon often arranges to talk reenlistment with a man in his work area, but only with the soldier's permission. He says some soldiers are embarrassed to be seen talking to the career counselor in front of their friends and prefer to come to the office while others appreciate the career counselor coming to them.

Tillmon also suggests the soldier go home and check out civilian employment opportunities before deciding on separation or reenlistment.

Sergeant First Class Archibald Pollard of Fort Eustis makes a particular point of knowing the background of soldiers ready to reenlist and offers to discuss the soldier's future career with a wife or husband.

A shock technique has worked for Sergeant First Class Thomas H. Kirk at Fort Bliss. In certain limited cases when a soldier made a point to say he'll never reenlist in the Army, Kirk looked up the man's record and, if it was not good, he made it a point to tell the man not to be concerned about reenlisting because he doesn't think the Army would want him anyway. He says in several cases his statement has acted as a challenge for a soldier to get himself back in the right

*'We are dealing with
peoples' futures . . .'
'Tell it like it is.'*

path so he would be eligible for reenlistment if he desired.

Job satisfaction and security was the overwhelming motivation, in the opinion of the finalists, which caused soldiers to sign up for another hitch.

Staff Sergeant John L. Arvin of Fort Dix makes extensive use of the centralizing computer system for Army jobs and places men interested and qualified for a particular job on a 90-day waiting list if the job the soldier wants is not immediately available.



Proper placement in the soldier's occupational specialty is considered very important, particularly for second reenlistments, by Sergeant First Class Gerald D. Carstairs of Fort McClellan.

Sergeant First Class Joseph Newman of Fort Belvoir insures that unit commanders and career counselors are up-to-date in reenlistment matters. He makes certain they have current regulations, TRADOC supplements and pamphlets, even keeping a few on hand for emergency use.

At Fort Rucker, Staff Sergeant Charles E. Graham depends upon frequent classes and conferences, especially for new commanders and counselors, to keep them up-to-date on new developments in techniques and regulations.

There was almost universal agreement on one principle — "Tell it like it is."

One counselor said he even goes so far that if a soldier wants to reenlist for Europe, he warns him he might be in a remote German outpost near the front lines of defense and not in Italy, a popular destination. Several say they always make a point of telling a soldier considering reenlistment of both the good and bad aspects of Army life.

"We are dealing with peoples' futures and it's important for the career counselor and the Army not to try a hard sell on a matter he has to decide for himself," said one of the finalists.

By 1LT Rob Vail
A&SP Dir, HQ USAREC

Beginning this month, soldiers and influencers — and prospective soldiers — will have a chance to take a look at "Today's Army" in a ten segment series over NBC-TV stations.

In February, production of the series — entitled "Today's Army" — was completed at WKYC-TV in Cleveland, an NBC owned-and-operated station. The series provides an inside view of the Army as seen by the people who are making the volunteer Army work. Major General Eugene P. Forrester is the host for all segments.

In the first three programs, General Forrester and his guests discussed the recruiting operation, basic and advanced training.

On the first program, MG Forrester's guests were from the Cleveland DRC. Major John Thomas and SFC John White were invited to answer questions concerning the business of recruiting, the quality and motivation of enlistees, and some of the pluses and minuses of the volunteer Army environment.

Sergeant First Class Derek Barlow, 1976 Drill Sergeant of the Year, appeared on the program about basic training. His expertise, acquired by experience with many cycles of enlistees, added to the impact of questions on this initial phase of Army life. The third program, on AIT, featured a young man who had been selected as the top graduate of his class.

The fourth and fifth programs dealt with Army adventure and the operations of our Army overseas. To lend insight to the day-to-day operations of an Army unit, LTC Pete Boylan, a former battalion commander in the 82d Airborne Division, and CPT Joe Trez, a company commander in the division, were MG Forrester's guests.

The 1976 REFORGER operation was discussed on the program dealing with operations overseas, as were other aspects of our international mission. General Forrester's guests were Major General John Wickham, Jr., commander of the 101st Airborne



Major General Forrester on the set at WKYC-TV in Cleveland with (from left) MG John Wickham, Jr., commander of the 101st Abn Div (Abnl) and LTG E.C. Meyer, Army deputy chief of staff for operations.

Division (Airmobile) and Lieutenant General E. C. Meyer, the Army's deputy chief of staff for operations.

The sixth and seventh programs covered the Army and its people, "An Army of all the people." Colonel Shirley Heinze, USAREC chief of staff, and CSM Harris Parker were the guests on the sixth program. The issue of opportunities for minorities and women in the Army were discussed in Part I. In the seventh program — Part II — Mr. Ben Beeson, Army director of civilian personnel, was the guest. He and MG Forrester discussed the role of the 450,000 DA civilians as they work in research, maintenance, supply, training and many other areas. Other subjects discussed on this program were the contributions civilians have made to the Army that have applications to the civilian world as well, such as transistorized circuits, Nomex clothing and freeze-dried foods.

The total force policy of the Army was the topic for programs eight and nine. Representatives from the Army Reserve and National Guard were guests on the programs entitled "All for one and one for all." Major General Laverne Weber, chief of the National Guard Bureau, addressed the Guard role and MG Richard Bresnahan, commander of Army Readiness Region V, talked about preparing the Army Reserve

forces for defense.

"Tomorrow's Army" was the subject of the tenth program. General Forrester and his guest, Brigadier General Donald F. Packard, commander of the Combat Developments Experimental Command, delved into tactical and technological testing that is being conducted by laboratories and in projects at CDEC and other commands.

All programs in the series deal with their respective subjects on a "report to the people" format. The air dates have been announced for the programs on these stations:

WKYC-TV, Cleveland,

March 7-8.

NBC-TV, New York,

April 4-15.

KNBC-TV, Los Angeles,

May 2-13.

WMAQ-TV, Chicago,

May 30-June 10.

WRC-TV, Washington, DC,

June 27-July 8.

This series was produced for the NBC public affairs program "Knowledge." Viewing times in each city will be scheduled before the "Today" program on the stations listed. The series "Today's Army" may then be offered to other TV stations around the country, the AFRTS networks, command information networks at Army posts and civic information channels.



It's great to be in Southeastern Region



By **BETTY TALBERT**
PAO, HQ SERRC

Southeastern Region is a most fortunate region. The South is booming, Atlanta has charisma. We have fifteen Army installations for support; as fine a climate, overall, as anywhere in the nation; and a bunch of folks who want to win and know how to do it. Good recruiters volunteer to join us and are reluctant to leave. And to ice the cake, the region is now the home area of the President of the United States.

In addition, Colonel Thomas E. McBride, commander, recognizes the value of the specialized experience of his DRC commanders, and while they work in close cooperation with Deputy Commanders, Colonel Arthur C. Dister and Colonel Mack L. Gibson, Jr., they have a lot of autonomy.

It is recognized that recruiting in violent weather and mountainous terrain of Beckley DRC requires different methods and programs from those used in the sun-drenched caribbean islands of San Juan DRC. Sunshades are great advertising in San Juan and a joke in Beckley. Each district has its needs.

Therefore, Southeastern Region's theme to each DRC is, "know your DRC, ask for what you need,

justify it, and we'll make every effort to support you. If you have a problem area, let us know and we'll support your recommendation or find you a solution." This seems to work.

For two years, USASERRC has been a front-runner in QIPS. For first quarter FY 77, nine of the twelve DRCs in SERRC met the region commander's recruiting standards. That is to say, they have met or exceeded all assigned objectives for September through December. The big nine are: Atlanta, Charlotte, Columbia, Jacksonville, Miami, Montgomery, Raleigh, Richmond, and San Juan. That doesn't mean the other three are bad. One look in any *Recruiting Journal* will dispel that thought.

Five districts have met the commander's guidance for three consecutive quarters and one has been successful two consecutive quarters. Who knows, within the first year of these established standards of performance, possibly all 12 will.

QIPS AWARDS. Through January 6, 1977, two recruiters have earned three sapphire stars; 20 - two sapphire stars; 171 - one sapphire star; 144 - gold badges; and 453 - meritorious service medals.

First Quarter FY 77 results are as follows:

- Average QIPS per recruiter

is over 33.2

- Average QIPS per accession - 5.33
- Percent high school graduates - 112.2 percent of objective.
- Category IV - 9.2 percent
- Combat Arms - 125.0 percent of objective

In Richmond DRC, Sergeant First Class Jacob Richardson received the third sapphire star by earning 2,003 QIPS credits in 24 months. He was the first man in USAREC to receive this award and, most recently, he was appointed to be a member of the Secretary of the Army's Recruiter Advisory Council, an honorary award based upon sustained recruiting excellence.

Southeastern Region is flexible, and that means its officers and NCOs, and particularly its recruiters, are flexible. Change is a fact of life. We are determined to succeed within the framework provided us. It's a good way of life — a great team with an acute sense of competition, a determination to succeed and proper guidance to work toward the future and remain out front. Whether it's quantity, quality, safety, fuel conservation, or red carpet treatment, we all want to be first. That's the way it is at SERRC.



In Raleigh DRC:

Success means competition

By **MARY JANE GRIFFIN**
Raleigh DRC

Between the eastern edge of the Piedmont and the coast of North Carolina lies the Raleigh District Recruiting Command, which has recruiting responsibility for North Carolina's 53 eastern counties. The DRC is organized into three areas and 20 recruiting stations, covering an area which contains about 2,360,000 people, most of whom live in one third of the counties.

The Raleigh DRC has had phenomenal success over the past years. Every month since 1972 the recruiters met or exceeded their objectives and have a record unsurpassed by any other recruiting command.

A Southeastern record was set by the DRC when it enlisted new accessions totaling 249 percent of assigned objective during third quarter, FY76. The number of Delayed Entry Program enlistments increased 336 percent during FY76.

Several factors made the Raleigh DRC successful. A competitive spirit is essential. Objectives assigned are coupled with the opportunity to excel. This instills motivation, breeds teamwork and permits competitors to stand out from their contemporaries.

The DRC Incentive and Awards Program requires recruiters to exceed 100 percent of their assigned objective to be competitive.

Another essential ingredient is individual and team goal setting, with everyone in the district having a part. As a result, mission accomplishment and success follow.

Competition, an incentive and awards program, and goal setting all contribute to a winning attitude. Since recruiters **want** to succeed,

they **do** succeed.

Raleigh DRC success begins within the walls of the high school. Since the inception of the volunteer Army, increasing emphasis has been placed upon recruiting quality young men and women. Each recruiter strives to enlist high school graduates or better.

One of the most successful programs during FY76 was Project AHEAD. Designed to attract high school students with college capability, AHEAD is a part of the 23 colleges and universities within the Raleigh DRC area. Since March of last year, 517 enlistees have applied and been accepted for AHEAD, a record unequalled within Southeast region.

Project AHEAD was initially only moderately successful, because of the time required to process an applicant. With the hiring of a DRC Education Coordinator and a revitalizing of the Project AHEAD Local Operational Plan, enlistees increased. AHEAD applicants are now handled by the education coordinator. Field recruiters only provide the enlistee with a packet prepared by the DRC which contains a letter explaining the program, a listing of available colleges and universities

and a worksheet. The worksheet, which is filled out by the applicant, contains information such as name, social security number, address, proposed enlistment date, term of enlistment, expected date of separation, name of college, major field of study and the date.

Worksheets are mailed directly to the education coordinator who conducts extensive follow-up action by reaching both the enlistee and the college. Additionally, the education coordinator contacts every senior in the Delayed Entry Program who is not participating in Project AHEAD.

Another program which is a vital link to the student and counselor is High School Senior Day. Two things are achieved on these days — concentration is on the high school senior who will graduate and a cut in the absentee time of the student, thereby gaining support from counselors. Coordination and teamwork are keys to a successful Senior Day. Last year there were 89 seniors participating, with 57 signing contracts.

The latest fad among young people in the district is the DEP T-shirt. The T-shirt is part of the High School Senior DEP Recognition Program and is mailed to every person in the DEP. The shirts are silk-screened

Success means competition



In his Beargrass school office, Principal Marshall Redmond talks with Raleigh DRC recruiter, SFC Marlon Haddock. The bottles on the shelves were sent to the principal for his "collection by former students now in the Army."

with the "Join the People Who've Joined the Army" design, with the words "GO DEP" added. Accompanying the T-shirt is a congratulatory letter from the DRC commander. It is a program that has created not only a great deal of interest among high schools, but has also stirred awareness among centers of influence from parents to local congressional staffs.

The Raleigh DRC, covering thousands of square miles, has recruiters who are instantly recognizable in their areas of responsibility due to a program initiated in FY76 that has created strong Army visibility. The Advertising and Sales Promotion section spent most of its funds on the Local Recruiter Identification Program, which includes outdoor and mini billboards. Two outdoor boards for each recruiter were posted every 30 days to run for approximately 90 days.


The idea behind the billboards is to sell the recruiter to the public, thus selling the product, too. The recognition is increased because the

public sees someone they know and with whom they can identify. Additionally, the motivation of the recruiter makes the advertising worthwhile.

In 1975 a national survey was conducted which revealed five out of 10 enlistees cited recruiters as the source of information important to their enlistment. Local recruiter identification boards not only enable the potential enlistee to identify with a local source of information, but also provide Army exposure to all social and economic classes and geographical areas within DRC. Such advertising builds awareness and sales. The combined assets of exposure, recruiter incentives and added recruiter/prospect identification furthered recruiter access to applicants, thereby raising production.

Mini billboards were the idea of a recruiter in Wilson. Two years ago when a national billboard buy was made and the recruiter received miniatures, he pasted his picture, name and phone number over the national picture and inserted the

miniatures into plastic tabletop frames. The mini billboards were distributed to local businesses in the Wilson area, and the response was so impressive that when the DRC made its local outdoor billboard buy during FY76, it got the Recruiting Support Center to produce replicas. The recruiter's picture, name, station and phone number appear on the left and words "Ask Me About Today's Army" on the right.

Competition, an incentive and awards program, goal setting, high school programs and recruiter identification programs have all played an integral part in the success of the Raleigh DRC. However, a consistently successful recruiting field force would virtually be an impossibility without credibility. The recruiters have confidence in leadership, belief that all staff members are available for any assistance and faith that their needs and interests are of utmost importance. All Raleigh DRC actions are geared to making the most important person — the recruiter — look as good as he is. 

SFC John Bull:



Super Salesman

In a command liberally staffed with top salesmen, he is the super salesman. Less concerned with assigned objectives than performance, Sergeant First Class John Bull enjoys the quest more than the treasure. Like the professional athlete, when in action he is perfectly coordinated, on target, and, to the untrained observer, what he does looks easy. And it is easy, easy for John.

Years of refining and adapting special skills of recruiting to his own lifestyle have made John a 24-hour recruiter. In or out of uniform any casual acquaintance is soon aware that he is an ambassador for the Army.

Known by large numbers of influential citizens, he is accepted by them and is one of them. "He is the Army recruiter, always has been, always will be" is the popular attitude of southeastern Alabamians concerning John Bull.

Folks in southern Alabama are slow to accept change. Through John's day-to-day public relations activities, old concepts of a non-democratic and archaic Army have been discarded and replaced with visions of career opportunities, education, and the development of reputable citizens.

John is an involver who doesn't shirk at being accommodating but he is selective about the company he accommodates. Among his social involvements are Masonic Lodge, Optimist Club, Chamber of Commerce, parent-teachers associations, and many other worthy civic organizations.


His creative recruiting instincts were aroused when he learned that an Alabama recruiting area failed to meet objective by a disappointing 80 percent. Unawareness about Army

personnel needs from the citizenry and about Army contributions to the local communities were pinpointed as the difficulty.

Project Help Yourself was launched in southeastern Alabama's "Wiregrass" area. Its catchy slogan, "Today's Army has skills the Wiregrass needs" set off a series of publicity and promotional activities that soon made the public aware that by helping to staff the Army they were contributing to bolstering the resources of their community — financially, physically, and socially. (See "Watering the Wiregrass Roots," page 12, February 1976 *R&CC Journal*.)

As the project gathered momentum, John began reaping the harvest. Six months later the area enlistment rate climbed to a record 133 percent. Within nine months it soared to 225 percent of objective. The year following termination of special stress on the program, the area averaged a solid 150 percent of monthly objective and continues to do so.

Records of the Montgomery DRC attest to a staff rich in top recruiters and the best of these top recruiters is Sergeant First Class John Bull. When Southeastern Region named John "Top Recruiter of the Year," the success of his recruiting skills was listed as 221.05 percent of FY76 objective. He obtained 106 contracts during that period and 779 QIP points. His total of QIP points reached 1259 at the end of FY76.

It is an enviable record, obviously the returns of months of systematic development. But recruiting is no happenstance affair. It requires men and women with special talents, patience, dedication, diplomacy, confidence, compassion . . . like John Bull. 



WRRC Spotlight

**From
Canada
to
Mexico:**

WRRC

Western Regional Recruiting Command, headquartered at Fort Baker, Calif., has operational responsibility in ten states and two territories. It is composed of the states of Arizona, Alaska, California, Idaho, Montana, Oregon, Nevada, Hawaii, Washington and Utah plus the territories of American Samoa and Guam. The region is operationally divided into nine district recruiting commands which are located at Honolulu, Los Angeles, Phoenix, Portland, Sacramento, Santa Ana, Seattle, Salt Lake City and San Francisco. Of these DRCs, Los Angeles and Santa Ana are the largest by population density and, accordingly, have the largest of the mission slices.

The entire region is characterized primarily by the vast geographical area. This is covered by 1,005 recruiters located at 36 area commands which include the American Samoa and Guam territories. Eleven Armed Forces Examining and Entrance Stations lend their support throughout the area.

Another unique feature found throughout Western Region's area is the distribution and makeup of the population. The distribution ranges from one of the densest in the US,

such as in Los Angeles/Santa Ana to the very sparsely settled areas such as are found in parts of Montana, Idaho, Northern Nevada and Alaska. Virtually every ethnic group is found within the operational area of the region.

Western Region has still a third interesting feature in the form of the diverse socio-economic base found throughout. The visitor there will see giant farms in the San Joaquin Valley of California; large ranges of cattle grazing countryside throughout Montana and Arizona; and varying light and heavy industry throughout cities like Los Angeles and Portland. In the cities of Seattle, San Diego, Oakland, Long Beach and San Francisco, a visitor will see the great seaports of the American west coast.

Nevertheless, the single most impressive feature is the vast territorial spread of geography. Western Region's area ranges not only from the Canadian to the Mexican borders within the United States but it also includes distances to the Pacific areas and to Alaska. In land mass alone, Western Region covers over 1.3 million square miles of territory.

Geography poses no limitation for Western Region recruiters. They enlisted over 32,000 young men and women in FY 1976 which translates into a 99.3 percent mission objective. Although currently at 91.6 percent cumulative for FY 1977, the DEP build during December 1976 hit a record high of 6,366 at close of business on 3 January 1977. The previous DEP high point occurred in May of FY 1975 when 5,769 enlistments were obtained.

Western Regional Recruiting Command moved to the Fort Baker site in July 1974, having been previously located at the Presidio of San Francisco.

Success is where you find it in Sacramento

By JIM VAN VLIET
Sacramento DRC

Remember the old World War II movies?

James Cagney and his Air Force boys would be sitting around the local bistro tilting a few brews, when John Wayne and the Army would stroll in. One remark would lead to another. "Duke" would throw the first punch, and invariably, the result was a literal bar-room brawl.

But, if a recruiter is to survive in the competitive world of putting people into the military, they learn in a hurry that that kind of ill-feeling is the first step back to where they came from.

This "good-neighbor" policy and the "can do" attitude of the "New Blood" recruiter has helped turn the Sacramento DRC from an average DRC into the No. 1 DRC in the Western Regional Recruiting Command.

A recruiting success story is like any kind of success story. It can be likened to a football team. It takes the coaches (area and assistant area commanders), the quarterback (station commander) and all different types of players (the field recruiters).

On a successful football team, there are different kinds of players. Some rely on speed, others on power; some on finesse, some on strategy. That blend makes a successful team, and in Sacramento that resulted in the DRC becoming No. 1.

It depends on who you talk to, but a special blend of youthful aggressiveness, tempered with veteran savvy and maturity and many long hours are the ingredients to this success story.

"New Blood"

Some think the major contributor to Sacramento's rise to the top is a blood transfusion of new recruiters. The area with the most "new blood" is the Stockton area, commanded by CPT Michael Hess. In the last 14 months the Stockton area has gone

from never making it to No. 1 in the DRC for FY TQ and top area in Western Region for the first quarter of FY 77.

Master Sergeant Robert Mitchell, assistant area commander in Stockton, thinks much of the credit should go to the interns.

"It's instilled in them (the interns) that they can do it," says Mitchell. "They can relate to the kids and make them believe that there is nowhere else like the Army where they can train, see the world and get paid for it.

"The interns are better trained and it really shakes them up if they don't make it (objective)."

Mitchell backs up his belief with facts. Of the 19 recruiters in his area, 14 are either interns or shortly out of the program. Fifteen of his recruiters were over 100 percent and the area finished No. 1 for the first quarter of FY77 at 123 percent.

A good example of how a new recruiter can turn things around is SSG Al Rice. He took over a township — Manteca — which veteran recruiter considered "unworkable" and became FY TQ Rookie of the Year.

Sergeant First Class Mike Endfinger, who led the stations at 151 percent in Modesto and finished FY76 as top station in the DRC, agrees: "I think the reason the DRC has turned it around is the new blood. New excitement, new adventure and new people.

"We have some motivated, experienced recruiters training them. So they can teach them what they learned . . . teach them the right way . . . how to prospect . . . how to put people in the Army.

"The station commanders have the attitude, 'You make mission regardless of hours,'" continued the first of Sacramento's 14 gold badge winners. "If the recruiters understand that DRC-wide, they can make their production."

Success is where you find it

The younger recruiters are very goal oriented and instilling that motivation and competitive spirit is not hard. All it takes is letting them



SFC Eddie DeLeon is another member of the Sacramento "Success Story." Since taking command at the Visalia, Calif., station, it has always finished at over 100 percent of mission.

get a sight of someone wearing a gold badge.

According to MSG Stu Little, assistant commander of Sacramento area, which finished up the first quarter of FY77 as second highest in Western Region. "The interns have been super fine. They are QIPs oriented. They can see that gold badge and smell that sapphire star. They want to set the world on fire.

"But, they don't have all the basics, yet. We show them the basics and let them mold them into their own personalities."

The best example of the younger recruiters' zeal is Sergeant Tom Floyd of the Sacramento metro recruiting station. His first-quarter FY77 production was 180 percent.

Taking a suggestion from Advertising and Sales Promotion, SGT. Floyd conducted the first "DEP & Buddies" tour. Floyd took a handful of his DEPs and their "buddies" on a tour of Fort Ord. Of the 35 that went on the tour, Floyd enlisted 18 into the DEP.

The Veteran

No team can be successful without the veteran. The man speaking from experience in Sacramento's case is SFC Ed DeLeon. Since DeLeon took over the Visalia station in 1971, he has never been below 100 percent.

His key to success: "I believe in what I'm doing. I like my job. Consequently, people who work with me or for me kind of look up and say, 'Well, Eddie doesn't get tired recruiting, so let's keep going.'

"I'm very concerned about my applicants, because they are my bread and butter. An applicant to me is a VIP — a VERY important person," says DeLeon.

The successful station commander shows a lot of compassion for his applicants.

Says Eddie: "Counseling is the biggest tool. A lot of applicants come from broken homes and you have to establish that father or older brother relationship.

"You really have to show them some love. You have to be honest with them and treat them as individuals and not as a mass."

Sergeant First Class Nick Rizzo of the Sacramento North station, a veteran recruiter suddenly rose to the top of the pack in the first quarter of FY77 with a 222 percentage.

Though a veteran, he's still learning.

"Recruiting is not a 9 to 5 job," says Rizzo. "If you're going to be successful you've got to recruit six days a week, 14 hours a day — whatever it takes."

Other Services — Friend or Foe?

The Cagney vs. Wayne days of bare-knuckle, bar-room brawls are behind us and, especially in the recruiting field — despite the bitter competition for applicants — all the services must cooperate to survive.

That's easy to say when you are

as successful as SSG Al Wilson III. Wilson put more people into the Army (82) than anyone else in the Sacramento DRC during FY 76. He received the DRC's only Sapphire Star and was nominated as USAREC Recruiter of the Year for FY 76.

Wilson feels a major part of being successful is working the high schools and getting along with the other services — kind of a "I'll scratch your back if you scratch mine" type of relationship.

"I believe in shipping them today," says Wilson. "If someone cuts a low score on the MET test and can't get into the Army, I'll take him over to another service. And vice-versa, if the Navy can't find the job a person wants, they'll bring him to me."

MSG Little agrees: "You have to



Sergeant Tom Floyd is one of the "New Blood" recruiters. He took 35 high school students to Fort Ord for a tour to see what Army life is like. Before the week was over, 18 of those students had enlisted in the Delayed Entry Program. Sergeant Floyd is stationed at the Sacramento metro station.

have a harmonious relationship with the other services. It has to be a two-way street."

Maturity

While Wilson was DRC top

recruiter for number of enlistments, SFC Frank Willis of Stockton won the Sacramento DRC Recruiter of the Year award with a 169 percentage. At 36, he is the eldest of the "new blood."

His key to success: MATURITY.

"The most important thing is maturity," says Willis. "You have to relate to the parents, put them at ease.

"Show the father that this is not the same Army that he was in 25 years ago when he was making \$50 a month. You have to tell them how it's changed and the new programs offered. Once you win the parents, it's automatic. If you can sell the Army to Mom and Dad, you've already sold the prospect."

SFC C. J. Gatewood, another Stockton recruiter, is another success story. He attributes it to advertising, refining his referral system and rubbing elbows with the CIs for his 200 percent production for the first quarter of FY 77.

"You've got to make people happy," says Gatewood. "Give them the job they want and they'll tell their friends that the Army's all right.

"I devote a lot of concentration on advertising posters and literature in my schools," continued Gatewood. "But, what's really paying off is a little informal golf tournament that I have for my CIs every 30 or 45 days. Every once in a while they'll send me an applicant — and I mean good quality applicants."

Professionalism

Major Albert McCollam, Jr., ex-area commander for the Sacramento area before transferring to the DRC as the executive officer, led his area to the No. 1 spot for FY76 at 106 percent.

His formula: "It's teamwork. The can-do attitude of professional NCOs. If you treat them like NCOs they will perform like pros.

"It's people like Stu Little, who



SSG Al Wilson found that chess is a good icebreaker.

eat, sleep and dream recruiting, who make a success story.

"It's the competitiveness of the recruiters. The young interns come in and see and train under pros and, therefore, don't know any other level to strive for, but the top. Success breeds success.

"The real keys to success in recruiting are simple, positive leadership, motivation and trust. It's station commanders like this DRC presently has assigned who make for success. You must treat them as YOUR commanders and put your trust in them. If they are behind you, they won't let you down."

Saturation

A major part of a recruiter's success story can be measured by how well known they are in their high schools. The top recruiters strive for that saturation point where everyone

at the school greets them on a first name basis.

On a daily basis, you can see Al Wilson, chessboard in one hand and a frisbee in the other, talking to "his kids," or Frank Willis eating lunch in the school cafeteria with "his people." And it's new recruiters like Jim Birman, who has 13 male high school seniors in the DEP, who make a success story.

It's impossible to pin-point one factor that makes a DRC successful. It's a blend of many things: youthful vigor, advertising, goal-motivation or love. And under command of LTC Donald Holroyd, the Sacramento DRC has mixed the ingredients well enough to attract 903 people into enlisting in the Army in three months for a 109.3 percentage for first quarter FY77.

You can't argue with success, no matter how you find it.





In Northeastern Region tampering

By **PAT SHUKIS**
Newark DRC

You've probably heard the old saying, "a chain is no stronger than its weakest link." Well, Northeastern Region feels it has a pretty strong chain made up of DRCs, areas, stations and recruiters. Rather than approach their section of this issue from the regional point of view, they've chosen to let the people who keep the chain together tell the story.

Suppose you are a DRC commander. You have the option of combining two areas. One has been consistently successful. Another has been steadily rising in morale, quality and production over the previous four months. Things look rosy. To merge or not to merge, that is the question.

Fortunately for Newark DRC, Lieutenant Colonel William King was willing to look into the situation. He had the problem studied. Both Union City and Newark, the areas in question, are densely populated, urban areas which had been split some years ago. The resulting division separated counties, zip codes and even streets.

On a working level, this meant it was often simpler for a prospective applicant living in one area to reach a recruiting station in another area. A recruiter might work a high school only to find that most students went into another station in another area.

On a management level, because marketing studies, census tracts, DOD accessions data — practically all forms of statistical analyses — are gathered on a county level, an area commander managing only a portion of a county would have difficulty making an accurate evaluation of the variables affecting his area.

Common sense, sometimes overlooked, seemed to dictate realignment of area boundaries. Union City area was composed of Hudson County and part of Bergen County, which it shared with the Fair Lawn area. Only one Union City station actually serviced the Bergen County area; the rest lay in Hudson County. What if Fair Lawn assumed management of that one station, while the rest of the Union City area fell under Newark?

Beginning 1 July 1976, for an experimental period, the Union City recruiting area ceased to exist.

Major (then Captain) Craiger Parker of Newark assumed command of the combined area, and the merger had begun.

As Master Sergeant John Giles, assistant area com-

Success means:

with success


mander since last August, remembered, "It wasn't all a piece of cake. We had our problems; but it worked." He smiled, adding, "It's still working."

Recruiters were reassigned within the new area; canvassing points were realigned. Soon there were no more "Union City" or "Newark" recruiters. The original, rather formal, designation of the new area was "Union City-Newark." In short order that changed to the more appropriate designation of it as the "U-N" area. The United Nations never had it so good.

Under the leadership of MAJ Parker and MSG Giles, the almost inaudible grumbles of "But we're used to doing it *this way*," became open gripes at the regular area meetings. Once in the open, free to be discussed, the gripes ceased to be problems.

The area was functioning as an entity. Despite the relative compactness of the U-N area, it was still difficult to manage all the stations. Getting around an area with heavy urban congestion is not easy, so a second assistant area commander was added. Sergeant First Class Al Harvin became manager of the northern sector, while MSG Giles took the southern sector.

The bottom line of the TQ experiment is that the U-N area raised its production level to 110 percent and, thus far in Fiscal Year 1977, is accomplishing 113.6 percent of its assigned mission.

Which all goes to show that it really does pay to sit back every now and again and take an objective look at what you're doing — even if you're doing it successfully. 

...DEPENDING on referrals

By BILL KNOWLTON
Syracuse DRC

After walking through the door of the small US Army recruiting station in Herkimer, N. Y., you'll find a take-one rack carrying the message "take a number and have a seat." When you look inside the tiny office, you realize the three recruiters are having a bit of a joke.

But the tongue-in-cheek boast of Staff Sergeant Richard L. Courtney, Staff Sergeant Ronald N. Loomis and Sergeant Roger T. Drake, Jr. isn't entirely far-fetched, although it would have been just a few years ago.

In November 1974 the station was making only about 40 percent of its mission. As of the first quarter of FY 77, it's making 189 percent of the mission. When you sit down to talk to the trio of recruiters, there's a constant stream of telephone inquiries and young men and women, sometimes with their parents, stopping in to find out what Army life is all about.

"We have very few walk-ins," reported SGT Drake. "All of the people you see today are referrals."

That seems to be the key to the success of the Herkimer RS, located

in the Mohawk Valley of snow-covered Central New York. It's an area well-known in American history for its Revolutionary War forts, the Battle of Oriskany and "Drums Along the Mohawk." The town is named after Army General Nicholas Herkimer, who won fame at Oriskany.

Staff Sergeant Courtney, station commander, said that many referrals come from applicants who are already in the Army. SGT Drake added, "that's because we take good care of our applicants. If we see that an applicant is applying for a difficult

...DEPENDING on referrals

job in the Army, we tell him it's a difficult job. We've never put the screws on anybody. You can paint a technicolor picture of Army life, but sooner or later it will all have to come out black and white."

The result is that many of the Herkimer recruits come back and visit the RS team very pleased with the preparation they were given for basic training and advanced individual training. "Sometimes a guy will spend his entire leave right here in this office," commented SSG Courtney, adding that "we had a recruiter aide program here before it even started!"

Enlistees home on leave from their first taste of Army life are still

SSG Loomis welcomes recruits to his station in the Adirondack wilderness.



taken care of by the trio, as another way of keeping up referrals from their new Army members. In one case it meant spending part of a holiday weekend helping an enlistee who had lost his return plane ticket to his post. It took time, paperwork and help from the American Red Cross, but the Herkimer recruiters were glad to do it. And they'll be remembered for it, too, maintaining SGT Drake's well-earned record of never having a hostile applicant look him up after initial Army experiences.

Referrals to the Herkimer RS also come from CIs and DEPs out of a 67,633 population. The Herkimer RS area covers 1,435 square miles, encompassing light industry, prosperous dairy farms and the wilderness of the scenic Adirondack mountains.

"We're selective about our CIs," SSG Courtney said. "We spend most of our time with CIs who actually do refer people to us, not just with people who are 'nice guys.'" SGT Drake explained that the Herkimer team keeps a close eye on their CIs, adding they must cut down on contact when a CI doesn't produce.

The trio cultivates new CIs by being active in Herkimer area civic associations. Sergeant Drake is an Eagle Scout, and among the three there is participation in the Chamber of Commerce, VFW, Moose, volunteer fire department and Disabled American Veterans.

Referrals even come to the RS from young men and women who have applied to join the Army, but have been turned down for various reasons. "These people are CIs, too," explained SGT Drake, "and they have brothers and sisters. I've never told rejected applicants to get out of our hair, and as a result, I've gotten

referrals from them. One non-qualified sent me three or four seniors."

Sergeant Drake feels good referrals come from high school and junior college guidance counselors.

"You'll know if you have rapport with a youngster if you can get him to call you by your first name."

He pointed out that cultivation of the counselor has to come first before referrals result. "We never try to take up the counselor's time," said SSG Courtney. "We always make an appointment, and we have a purpose for coming. Above all, we try to show the counselor that we want to do something for him or her, not the other way around."

As a result, guidance counselor referrals continue to grow, and the trio takes advantage of the situation by securing permission of the school to interview a potential Army member either in school, in the RS or even while driving the student to or from school. "We had the idea that a student wastes a lot of time on a school bus, so we arranged to interview our potential applicants while taking them to school or home. Of course, we need a note from the school or a parent to do this, but we feel it's a good way to use what would normally be idle time," said SGT Drake.

School bus rides in Central New York can be ideal times to interview applicants, according to Courtney, because some trips are so long. What is reported to be America's longest round-trip school bus ride occurs between Hoffmeister and Poland, N.Y. It takes students two and one-half hours one-way to reach school or home, and only if the weather's good.

According to SGT Drake, this is an example of the Adirondack wilderness that dominates half of the Herkimer RS area, an area assigned to SSG Loomis. "Two small villages north of the resort town of Old Forge are served by a general store and a school, but the only way to get to them is by boat in the summer and snowmobile in winter," he reported. It's worthwhile to get to these remote settlements, though, to reach the young people, children of people who maintain the nearby Stillwater Reservoir.

As a result of this remoteness, the recruiters spend quite a bit of time contacting prospects by telephone. "We have to use our high school lists to contact students because in some cases it could take us up to six hours of round-trip travel just to see one person," said SGT Drake.

Informality plays an important part in how the Herkimer RS communicates with its prospects. "You'll know if you have rapport with a youngster if you can get him to call you by your first name," commented SGT Drake.

Station commander Courtney made 168 percent of his personal mission in FY 76, 167 percent in TQ and 233 percent in the first quarter of

"Our initial problem was a lack of organization."

FY 77. The Gold Badge wearer was Syracuse DRC Recruiter of the Year for FY 76, and his station was named DRC top RS for FY TQ and the first quarter of FY 77. The Cincinnati, Ohio, native has been in Army recruiting since November 1974, and has also been a recruiter in nearby Utica, N. Y.

Staff Sergeant Loomis will take



SSG Courtney, station commander, stays busy with paperwork generated from making 189 percent of mission. The recruiter is a firm believer in DEPENDING on referrals.

Bill Knowlton

over as station commander when SSG Courtney leaves for duty elsewhere this month. Sergeant Drake, like SSG Loomis, is also a native central New Yorker, from Cedarville. Sergeant Drake arrived with SSG Courtney at the Herkimer RS in November 1974, when reorganization began.

"Our initial problem," said SSG Courtney, "was a lack of organization at the RS. So we went through everything in the station — the CI list, card files — just everything, to see where our problems were."

They found some, including a lack of followups to what was a good high school program, cultivating too many CIs that didn't produce, and a tendency to oversell prospects.


So a thorough reorganization of the station was first on the agenda, and by the end of FY 76 the RS had achieved 93 percent of its quota. At the end of FY TQ, it had reached 136 percent.

Recently the team completed a short stint working with the recruiter aide program. The three recruiters value the program highly, "These

young people relate to their contemporaries a bit better than we do," said SGT Drake, "because they're more up-to-date on current basic training and facilities. After all, they've just completed basic."

Staff Sergeant Courtney added that the recruiter aide is also a valuable contact to reach young men and women who went to high school with him or her, and the aide also comes in handy when recruiters have a "new" problem a high school student might wish to discuss.

What's ahead for 1977? Putting more people in the DEP, working long, hard hours, building rapport with still more CIs, as well as with potential applicants, and getting even more referrals. Riding and rapping on long school bus rides to and from the wilderness of the Adirondacks will be tolerated, if not looked forward to. Then there will be that obvious challenge to the recruiters to do even better than the 189 percent they've already accomplished.

They'll do it too! After all, in these parts you can't let General Herkimer down. 

... and keeping the enlistee satisfied

By **PHILIP DeVERNOIS**
Harrisburg DRC

Just as a successful department store manager measures sales success by the satisfied customer who returns, the Army recruiter must measure success by the satisfied soldier who returns to the recruiting station. And honesty is the biggest calling card at the Bloomsburg, Pa., Army recruiting station, because one recruiter there measures success by "those who return and say to me, 'Sarge, you told it like it is; you told me the truth.'"

Sergeant First Class Paul A. Loff is the recruiter the soldiers from this central Pennsylvania community come back to see. A gold badge recruiter, SFC Loff believes concern for enlistees adds future enlistments.

"The majority of the people I enlist usually come back to see me," said SFC Loff. "Some have been in for two months and others for two years. One thing is certain, though, they all know I'm glad to see them."

How does his concern increase enlistments?

"After a young man or woman enlists, I ask if they are satisfied," says SFC Loff. "I'm concerned about them because after their friends find out they enlisted, they'll ask if I told the truth. Knowing they are happy is my greatest recruiting success."

A quick glance around the photo-covered recruiting station walls provides ample evidence of many pleased enlistees.

"The pictures really aid my recruiting effort," SFC Loff pointed out. "When a man or woman comes into the station, they may see a picture of a buddy and ask about him or her and get the address. If the person



writes, the enlistee can then relate facts about the Army and maybe encourage the friend to enlist."

Sergeant Loff places a high value on his DEP program and uses it as his most effective recruiting tool. He stresses the E-2 promotion system to his DEPs so they can earn a stripe before going on active duty.


"My DEPs are enthusiastic about the system" said SFC Loff. "I understand my station has the highest percentage of E-2s entering active duty in the Harrisburg DRC. Another indication that my enlistees are satisfied."

Before an individual leaves for basic, SFC Loff asks them to write and tell how they're doing.

"To encourage writing, I supply three envelopes before they leave." I tell them to write one letter from basic, one from AIT and one from their permanent duty station. In this way, I can follow their progress and help them out on any problems. I can also tell their friends how they are doing."

To avoid any apprehension an enlistee may have about basic, SFC Loff encourages a "positive attitude."

"I give the example of football team tryouts. I tell them there is a lot of hard work, mental and physical, to make the team. The same holds for the Army. If you make it through basic training you have made the Army team. If you have a positive attitude, you will make it. I usually get a letter or card thanking me for telling them that."

For SFC Loff, an enlistee coming back to his recruiting station is a great feeling, because he knows that the soldier from this central Pennsylvania community is one of his many satisfied enlistments. 

11B: Light Weapons Infantryman

"The way I look at it, the infantry is the top of the Army. There are people driving trucks and sitting behind desks punching typewriters, but when somebody asks me what I do for a living, I can say I'm in the infantry and proud of it."

The young man who said this was an 11B — light weapons infantryman. He has a right to be proud of what he does. The infantryman is what the Army is all about.

The infantryman has to be versatile and flexible to go that "extra mile." He must be physically fit, able to move in desert, jungle and mountain terrain and withstand extremes in temperature.

The training is tough. The men who choose 11B (women are excluded because it is a combat MOS) do so for various reasons. Many are looking for challenge, adventure, an outdoors life and physical conditioning.

Advanced individual training includes all of these. It is both reviewing skills learned in basic and being introduced to new skills the soldier will master when he gets to his unit.

Infantry AIT is given at Ft. Benning, Ga., at the Malone Complex. There the future infantryman will undergo seven weeks of rigorous advanced training.

In the future Ft. Benning will probably become a site for One Station/Unit training, where the student will take a combined basic and AIT. This will reduce the training time and costs.

Safety, speed, mobility and accuracy are stressed in AIT. It's hard work. As a student put it, "Some people say you can be dumb and come in the Army. You can't, because if you're dumb and you can't comprehend what you're given, you're not going to be able to survive if you have to go into combat. A lot of it is



physical training, true enough, but there's a lot of mental training, too. Here they train you for the battlefield. When I came in the Army I was scared of war. I'm scared of war now. I don't want to go. But if I have to go I have enough training to keep myself alive. If I have to go and defend my country, I can do it and do it safely."

The future infantryman acquires confidence in his ability as he goes through the rugged training, where attack and defense are the name of the game. One important thing he will learn is battlefield survival — first aid, using the protective mask and other individual skills.

The major goal of the individual is physical toughness, for only the fittest survive in combat. One of the things the student faces is a two mile daily run and a five mile run at least once a week.


As well as the individual skills, the student learns squad tactics and how to be a member of a team. He gets realistic and modern training. This means the infantryman has the best weapons available. Basically his "tools of the trade" are lightweight infantry weapons; automatic weapons such as the M16 rifle, with the M203 grenade launcher attached beneath the barrel, and the M60 machine gun; the Light Antitank

Weapon (M72 LAW), which is similar to the bazooka; and the claymore mine, a defensive weapon.

To test all these skills, the student is given objectives to take, both in day and night patrols. He must be aggressive and able to win when he confronts the enemy.

After completing AIT the young soldier will be physically fit, have a knowledge of tactics and be able to use the weapons of the infantry. He will be able to defend himself, as well as attack. He is the man who must respond quickly and win the first battle in time of war.

Infantrymen who show ability and willingness to acquire additional knowledge, skill and experience are able to advance to positions of responsibility as leaders. Infantry can serve as a springboard to airborne or special forces training. Although these skills do not directly convert into civilian occupations, employers in sales, management and similar fields look for people who have developed initiative and leadership qualities.

The 11B sets high goals for himself. When he completes the training he has just reason for feeling proud of his accomplishment. "If I want to be in the Army then I want to be in the best branch they have," said one student. "Infantry is the best." 

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11B

Light Weapons Infantryman